

PERSONNEL PROCESSING FOR OVERSEAS DUTY

Some years ago, I made a study of CIA personnel processing for overseas duty which was, I believe, instrumental in the establishment of the Central Processing Division. Some years later, I made a directed staff study on the effectiveness of the Central Processing Division, occasioned by complaints that personnel were inadequately briefed on the problems of traveling to and adjusting themselves to their foreign posts.

With this background, I have been a very interested participant in observing the effectiveness and usefulness of the current processing of employees for overseas duty. My comments and recommendations are presented below.

Overseas Processing Division

In general, I found the Overseas Processing Division to be most helpful, effective, and expeditious in guiding travelers through all of the processes necessary to obtain the services and documentation essential to overseas travel.

Notwithstanding this fact, in my own mind there still exists an important deficiency. This seems to stem from the basic frame of reference within which CPD seems to operate. It is my belief the CPD views personnel processing primarily as the task of coordinating the accomplishment of a vast series of separate processing acts. In administrative terms, this, of course, is the case. Each individual must be provided or must obtain transportation, medical clearance, security clearance, passport clearance, financial clearance, etc. Responsibility for the services and processes involved in each of these functions is dispersed among Agency and extra-Agency components. Accordingly, it is perfectly natural that CPD views its function as that of supervising an intricate processing timetable.

The deficiency in this concept is that it does not adequately reflect the viewpoint of the individual. The individual has little or no interest in the various internal processing steps and forms. They merely represent necessary red tape and obstacles and his primary concern in them is their effect upon his handling of his personal affairs.

The viewpoint of the individual toward the problems of preparing himself for overseas departure is far more comprehensive. His primary concern is to arrange his personal affairs so satisfactorily that he encounters no serious obstacles in leaving this country, traveling to his post, and establishing himself upon arrival. His problems include:

- a) Legal and tax problems - wills, powers of attorney, leases, sale of realty
- b) Financial problems - domestic and overseas banking

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arrangements, settlement or continuance of loans and credit arrangements, travel funds, etc.

- c) Insurance problems - insurance on household and personal effects in storage, transit, or overseas; Automobile insurance (marine, transit damage, overseas liability)
- d) Transportation problems - alternate itineraries, mode of travel, overland forwarding of hold baggage, shipment of pets, etc.

Many problems related to the above are in fact minor problems if the individual can be given or be referred to accurate and current information. Literature published by airlines, steamship companies, the Armed Services, foreign governments, and contained in travel guides can be of tremendous value to travelers. Yet in my processing, I was referred only to a foreign service post report. With an unnecessary expenditure of time, I was able to round up a great deal of information which has been and will be invaluable in preparing for my departure, during my travels, and orienting myself on arrival. To illustrate, a portion of my travel is to be by personal automobile. Nevertheless, I received no information on guidance on automobile documentation, insurance, itineraries, vehicle preparation, gasoline coupons, nor on the importance of and the procedure for making hotel reservations.

Another simple yet complicated process is that of sorting out household and personal effects for shipment [redacted] storage in the United States, shipment as accompanying hold baggage, and accompanying personal baggage. With a little sound advice, the process would be orderly, timely, and far less fearsome to the traveler and, more particularly, to his wife. Yet CPD briefing was essentially incomplete and procedural in nature-- it failed to reflect the traveler's point of view. 25X1C4a

Legal and tax problems likewise are important to a large number of Agency personnel traveling overseas. Every employee, for example, who rents his home while abroad should be briefed on the reporting of rental income and the deduction of related expenses including depreciation. The latter is very important as depreciation is allowable only upon the true cost basis to the individual. This determination of cost is a process which requires considerable research and documentation if the individual has made improvements on his home.

RECOMMENDATIONS:

1. That CPD prepare a pamphlet generally describing the total job facing an individual preparing for overseas, listing and describing briefly all of the various problems which might be encountered and identifying references and sources of competent guidance.
2. That CPD and other Agency components performing services related

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to travelers' preparations for overseas reorient and expand their services so that they better fit the individual's needs and viewpoint.

3. That CPD assemble a worthwhile and current library of information concerning preparations for and actual travel to specific posts. The purpose of this library should be to provide helpful hints and advice to travelers which will change their process of preparation and travel from abstract principles to suggestions and experiences of actual travelers. This can readily be done by asking or requiring selected travelers to report their good and bad experiences.

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